An Empirical Study on the Impact of Employee Engagement on the Performance with reference to Teaching Staff in Institutions in Telangana

Synopsis
Submitted for Registration to the

Ph.D Program (Part-Time) in Management

of

The ICFAI University, Jaipur

by

Jella Vinod Kumar
(21BSDJPPH010)

Under the Supervision

Of

Dr. Shweta Jain
Associate Professor, IU Jaipur

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Introduction

Employees' engagement has been demonstrated time and time again to be something valuable to their employers in the forms of loyalty, enthusiasm, initiative, creativity, and support for the company's aims and values. Employees who are engaged have a strong emotional connection to their company and immerse themselves not only in their individual roles but also in the company as a whole. In spite of the fact that it is a relatively recent idea, the subject of employee engagement has garnered a great deal of attention over the course of the past ten years. The advantages of employee engagement include an increased likelihood that workers will remain with the organisation, improved performance in comparison to their peers, and advocacy on behalf of the company. Gains in bottom-line profit, organisational agility, and better efficiency in implementing change efforts can all be achieved through increased levels of engagement.. Those who are engaged invest themselves fully in their work, which results in enhanced self-efficacy and a beneficial impact upon health and well-being. This, in turn, inspires increased employee support for the organisation, which is a win-win situation.

The value of employee involvement in terms of enhancing performance and constructing resilience in the face of hard times of change is supported by a significant and expanding body of research as well as empirical evidence. Employee engagement has been a hot topic in the human resources and management fields since the early 2000s, capturing the interest of business leaders and practitioners alike.. Literature suggests that higher levels of employee engagement can have a good impact on turnover, productivity, and financial success, hence there has been a rise in awareness of the importance of employee engagement for commercial and company performance (Baumruk, 2006).

Human resource problems in higher education, such as low staff engagement, are intricate. Higher education institutions (HEIs) in the modern day must accommodate the needs of a wide variety of stakeholders and interest groups.. Higher education institutions (HEIs) are under increasing pressure to compete on a global scale in order to meet the needs of its students, faculty, and alumni. In addition, organisations must provide a wide variety of internal and external services that are both complex and unique.. Furthermore, new difficulties have arisen for HEIs as a result of the education market's undeniably global nature. Hence, maintaining a stellar reputation for excellence in education and research is a pressing concern for universities.

Statement of the Problem

A serious problem with education quality is being faced by the Indian educational system. Members of the teaching staff are a vital part of the educational system. Though they are only expected to be a small part of the problem, the government and other institutions have taken a number of measures to ensure that faculty members are satisfied and happy in their jobs.. However, there are still problems. Sharma (2006) outlined several key elements necessary to provide great education in India, including a high-quality curriculum, qualified teachers, innovative pedagogical practices, and strong students' moral fiber. Even though the most essential part of the instructive interaction will always be the employees, who in this age of globalisation everywhere will be distinguished from one another by their own professional-level expertise and capacities, mindfulness and understanding, moral convictions, and individual responsibility (Anand et.al., 2014).

Several experts have pointed out that the job of the faculty member is absolutely necessary in order to raise the standard of the framework for higher education. According to research by Winter et al. (2000), the major factor connecting people in their professional activities is their ability to feel motivated and satisfied by a small number of actions. These actions encompass job independence, job variety, job challenge, and job identity.. Winter et al. (2000) found that these deeds are capable of motivating and satisfying the faculties and performance. In the business world, an employee is considered to be "engaged" in his or her work when they achieve high levels of productivity and show a strong commitment to the organisation for which they work. Engaged individuals are rewarded with prizes and recognition from various authorities. In a similar vein, it is generally agreed upon in the field of education that engaged faculty members will usher in progressive changes and encourage the addition of flying flags inside the framework of the education system.

Universities that have active faculty members will be beneficial to society and will be able to supply government and private institutions with students who are highly trained and skilled. It has been attempted, with the purpose of providing a response to the problem that has been described, to get to the bottom of the numerous fundamental components that contribute to the involvement of the faculty.. Hence, it is possible to say that the constructions that have been under scrutiny in this research will assist universities in engaging their faculty members for improved productivity, academic achievement, and other related goals. The demographic factors were also taken into consideration because the level of engagement may be varied

depending on the demographics of the participants, and this is one of the reasons why the demographic data were taken into consideration.

Review of Literature

The academic literature on employee engagement in the higher education sector is still very limited, and very little work has been done to try to learn how faculty, staff, and administration interact with various parts of the organisation, and to identify any differences between academic and administrative or professional staff.

In the body of scholarly work that has been devoted to the study of the topic, a variety of definitions of the term "employee engagement" have been presented. According to the findings of his in-depth study titled "Psychological Conditions of Personal Engagement and Disengagement at Work," which was published in a qualitative journal. Personal engagement is defined by Kahn (1990) as "the harnessing of organisation members' selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally while they are performing their roles in the organisation." Personal disengagement is defined as "the uncoupling of selves from work roles." During role performances, individuals who are disengaged will withdraw and defend themselves physically, cognitively, or emotionally. Therefore, according to Kahn (1990), engagement is defined as the state of being psychologically present while occupying and performing a role within an organisation.

A model of employee engagement in multiple roles, including those of work and family, was developed in the study by Rothbard, N. P. (2010). The total number of employees included in the study was 790. The findings indicated that there was enrichment for both men and women in both the work-to-family and the family-to-work directions of both directions, work to family and family to work. When compared to men, women were found to have a greater number of connections between their work and their families.

According to the findings of Albdour and Altarawneh (2014), there is no correlation between the level of employee engagement and the qualifications of workers. In addition, Pradeep et al. (2011) came to the conclusion that qualification does not play a role in the degree to which employees are engaged in their work. It appears from this that the educational history of the employee does not play a role in determining whether or not he is an engaged employee. Researchers have frequently investigated educational qualification as a possible component in predicting levels of employee engagement as a possible predictive factor.

D. R., Gilson, R. L., and Harter, L. M. (2004) investigated the determinants and mediating effects of three psychological conditions on employee engagement in their work: meaningfulness, safety, and availability. They found that meaningfulness was the most important factor. It was discovered that each of the three psychological parameters showed significant and positive relationships with engagement. Both job enrichment and work role fit are directly related to employee engagement, and both are fully mediated by the underlying psychological conditions..

This study by Salanova, M et. al., (2005) investigates the role that service climate plays as a moderating factor in the relationship between customer loyalty and employee performance. The number of employees in the sample was 342, and the number of customers in the sample was 1140. According to the findings, there may be a cyclical relationship between the quality of service and the loyalty of the customer.

According to Saks, A. M. (2006), the purpose of the study was to validate a model of the social exchange theory-based antecedents and consequences of job and organisation engagements. 102 workers made up the population of the sample for the employees. According to the findings, there is a distinction between engagement with one's job and with one's organisation. Perceived organisational support is a better predictor of job engagement, whereas procedural justice is a better predictor of organisation engagement.

This study by Mauno, S., et. al., (2007) uses a sample of 409 workers to investigate the relationship between the experience of work engagement and its antecedents among Finnish health care personnel. The surveys of the staff members were carried out over the course of two distinct time periods, namely 2003 (Tim1) and 2005. (Time 2). The results of the research indicated that there is a positive effect of job control on dedication, and after controlling for the level of work engagement, these results showed to be statistically significant.

It was discovered by O'Reilly, G, (2007) that the level of emotional connection that employees have towards their organisation is higher than the level of engagement. Engagement is defined as the feeling of passion and enthusiasm that employees have towards their work, as well as their motivation to support the goals of the company. It has been observed that the level of employee engagement serves as a mediator between two different sets of variables, namely personal outcomes and organisational outcomes, as well as between personal outcomes and drivers. According to the findings of the study, having employees who are well managed can

have a positive impact not only on individual outcomes but also on the outcomes of the organisation.

Xanthopoulou et al. (2007) stated the role of three personal resources (self-efficacy, organizational-based self-esteem, and optimism) in predicting work engagement in their study. These three personal resources are as follows: According to the findings of the study, factors such as self-efficacy, organizational-based, self-esteem, and optimism help to explain variance in work engagement over time. This is in addition to the impact that job resources and previous levels of employee engagement have on the phenomenon.

Wong et. al., (2019) found that there is a statistically less significant difference between respondents from state-owned and private organizations solely in commitment to stay with the organization scores, with a greater level of commitment to stay in private organizations. This finding is only applicable to the question of respondents' intention to remain with the organization groups and associations. Wong et. al., (2019) proposed that the style of organization has just a modest impact on the dedication to the organization's core values as well as commitment to maintaining compliance with the organization, although ownership of the organization has a relatively limited impact on the organization as a whole determination to remain employed by the organization.

Neil A. G. McPhie (2008), in his research examined six elements that constitute employee engagement. These elements are

- Pride in one’s work
- Opportunity to perform well at work
- Prospect for future personal and professional growth
- Satisfaction with the recognition received
- A positive work environment and team work
- Satisfaction with leadership.

According to the findings of his research, he determined that these six aspects represent employee engagement with regard to Federal Employees in the United States. Further, he deduced that employees who are engaged in their work have a significantly more favourable view of the managerial abilities of their supervisors, which is superior to the views held by employees who are not engaged in their work.

The research was carried out by Shimazu et al. (2008) on a total of 2324 Japanese workers. The participants came from three different regions in Japan: Hiroshima, Tokyo, and Aichi. The

engineers and nurses who participated in the study were from the engineering and nursing fields, respectively. According to the findings of the study, the three dimensions of vigour, dedication, and absorption have been combined into a single dimension known as engagement. Engagement in one's work has a positive correlation with feelings of contentment in one's job, but a negative correlation with feelings of exhaustion and overwork.

The purpose of the study by Bakker, A. B., and Demerouti, E. (2008) is to gain a better understanding of the idea of work engagement. According to the results of the research, employee engagement is a state characterised by vigour, dedication, and absorption on the part of workers. The job and one's own personal resources are the most important factors that determine engagement. According to the findings of the study, engaged workers are more creative and productive than their counterparts, and they are also willing to put in additional effort.

The research conducted by Medlin et. al., (2018) investigates the connection between goal-setting, optimism, and employee engagement, as well as the impact this connection has on individual worker performance. According to the findings, the presence of formal and structured goal-setting processes in an organisation is directly correlated to higher levels of employee engagement. Optimism among workers can benefit from a higher level of employee engagement being maintained or increased. Employees who have a healthy dose of optimism at work tend to have higher levels of productivity.

Jones James R. and Ni Jinlan (2009) conducted a test to identify the impact of employee attachment (as measured by employee engagement) on a pre-cursor of withdrawal behaviour (perceived discrimination), actual withdrawal behaviour (days of work missed), and a withdrawal predictor. The purpose of the test was to identify the impact of employee attachment on a pre-cursor of withdrawal behaviour (perceived discrimination), actual withdrawal behaviour (days of work missed), and a withdrawal predict (intent to remain).

Bobby and W. Green Jr. (2009) conducted research to investigate the connection between the different concepts of goal setting, employee engagement, workplace optimism, and individual performance. The research was carried out on a total of 426 people who worked either full or part time. This study investigated how goal setting affected employee engagement, how employee engagement affected workplace optimism, and how workplace optimism affected individual performance. The findings of the study led the researchers to the conclusion that engagement can boost optimism, and as a result, engagement has an indirect impact on

performance as well as a direct impact on optimism. In conclusion, they suggested conducting an investigation into the influence that employee engagement has on traditional outcomes such as organisational commitment, absenteeism, employee turnover, and job satisfaction.

According to a study centred on employee engagement that was conducted by Gemma Robertson-Smith (2009), the concept of employee engagement is distinct from job satisfaction, job involvement and work involvement, organisational commitment, and the perception of performance. According to the findings of the study, employee engagement is determined by how well they feel their contributions align with the goals of the organisation, whereas job satisfaction is based on whether or not an employee enjoys his or her work.

Purpose of the Research

These days, educational institutions operate in an extremely hostile atmosphere; as a result, they absolutely have to maintain their independence from one another. They want personnel that are enthusiastic about their work and are willing to contribute to the growth of the Institute in order to fulfil this requirement. The students would benefit from having faculty members who were engaged in their work. In spite of the fact that employee engagement is something that is taught to management students, it is questionable whether or not universities actually drill their students on the topic. It is of the utmost importance for students to receive education that is both academic and practical, and all universities ought to make this a requirement for their students. Because of this, it is essential that faculties be inspired and encouraged to work to the best of their abilities. According to the findings of a number of studies, the level of employee involvement is one of the most important factors in determining the success of an organisation. The purpose of this study is to investigate the level of employee engagement that is present in the faculties of universities located in Telangana. As a result, it will evaluate how the level of employee engagement affects the overall performance of the faculty.

Following the establishment of the pay commission in government universities, there was an increase in the number of young professionals who expressed interest in pursuing jobs in the academic world. As a result of the emphasis placed on faculty research at many educational institutions, an increasing number of working professionals are choosing careers in academia in order to conduct research and impart their extensive professional knowledge to the next generation of students. These experts will pursue doctoral degrees and teach in other countries in order to compensate for the dearth of possibilities for productive research. Yet, as a result of the Indian higher education system's provision of equal possibilities for research, a growing number of young Indian academics are applying for available faculty jobs, so making it possible for young Indian students to gain invaluable experience.

In recent years, there has been an increase in the amount of joint research conducted by Indian faculty members with institutes located in other countries, as well as an increase in the number of publications in important journals. Numerous educational institutions run faculty exchange programmes. Indian teachers increase their chances of publishing in famous journals by participating in research collaborations with universities located in other nations. This broadens their understanding of the research environment in such countries. Because there are so many

colleges competing for excellent faculty members with research credentials, it might be challenging to keep faculty members and staff people on staff. As a consequence of this, investigation into the participation of Indian higher education institutions is required. The government places a significant emphasis on higher education, and as a result, more IITs and IIMs, as well as central universities and specialised institutes catering to specific industries such as plantation and securities, are being established to train manpower for the growing demand for employees with specific skill sets. Institutions exist that focus on certain fields, such as plantation management or financial services, and this is in addition to generalised universities.

The need for specialised training in fields like retail, big data, and robotics has prompted the private sector to create new academic tracks and programmes to meet the need.. In order to fulfil the demand for workers with ever-evolving skill sets, there has been an increase in the number of students enrolling in online college courses. As a direct consequence of this trend, an increasing number of individuals in the academic and industrial spheres are enrolling in doctoral programmes, and the demand for academics with experience in industry who are able to address the needs of specialised subfields has surged.

The Relevance of the Topic

Both the organisation and the researchers regard employee involvement to be a core practise. Higher education institutions in India are working hard to improve their teaching methods in order to provide students with a more valuable learning experience. The participation of faculty members is of critical significance not only for universities but also for the long-term development of students and, eventually, for the economy. The following are some of the most important contributions that this study will make:

Theoretical Significance In the realm of higher education, only few studies were discovered that generalised the concept of employee engagement in regard to the faculties of any state universities.. Because western countries have a different culture than India does, there is a need to investigate the factors that influence employee engagement among university faculty members. Along with this sector, the corporate sector and the education sector also have their own distinct cultures, so this question must be investigated.

The majority of the previous literatures were based on the banking sector, the medical sector, or the information technology sector, and very few researches were identified in the higher education sector. The purpose of this study is to investigate the elements that contribute to employee engagement among faculty members working in universities located in Telangana.. The findings of the study will undoubtedly contribute, from a theoretical standpoint and with an eye towards the field of higher education, to the existing body of knowledge that already exists. This work will also be helpful to researchers in the future.

Practical Significance: The findings, recommendations, and overall conclusion of this research will be of tremendous use moving forward in terms of the practical implications for the faculties... Universities can improve faculty performance by establishing strategies, policies, and procedures that centre on the highlighted important elements. This, in turn, will increase faculty engagement with their work... The findings will lead to a greater degree of participation among teachers, and the researcher's suggestions will further assist the universities in accomplishing their goals.

Research Questions

1. How do different aspects of employee engagement affect engagement levels?

2. How does faculty performance relate to the level of interest shown by employees?

3. To what extent do different factors influence employee engagement across departments?

4. To what extent does the presence of organisational elements affect employee engagement among faculties??

5. Do social considerations have a role in determining the level of employee engagement among faculties?

6. Does the employee engagement among faculties depend on the aspects that are relevant to the tasks?

7. What is the relationship between employee engagement and faculties' performance?

Objectives of the Research Work

In order to address and research the dynamics of employee engagement as well as its influence on employee performance at Universities in Telangana, the following objectives have been outlined.

1 To investigate the relationship between employee engagement and faculty demographics (gender, age, educational attainment, marital status, title, work experience, and salary).

2. To assess how employee engagement factors affect employee engagement

3. To ascertain how faculty performance is impacted by employee involvement

4. To identify the most important factors influencing employee engagement, and to examine their relationship to this concept.

6. To determine whether there is a substantial relationship between the level of employee engagement and the performance of the faculty.

Research Gap

To meet the challenges of globalization, cutthroat competition, rapid and drastic transformation in the environment, universities in India need to have engaged faculties in the higher education sector which has a direct impact on societal growth as a whole. Through the literature review it can be seen that plenty of studies has been done on employee engagement in various sectors like banking, IT sector, manufacturing sector etc. It can be seen that very few studies on the employee engagement in universities globally has been conducted. Therefore, this study was chosen to be undertaken in the area of employee engagement of faculties and its impact on performance in the higher education sector in India. Since engaging employees is a relevant issue, focused efforts need to be undertaken by universities in this direction. No major study was found on employee engagement and its impact of faculties performance with respect to higher education sector particularly referring to State universities of Telangana. The present study was undertaken to bridge this gap.

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